

Message Text

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C O N F I D E N T I A L CONAKRY 1249

FI CHANNEL

FOR ACTING INSPECTOR GENERAL FROM HAMILTON

E.O. 11652: GDS
TAGS: ASIG
SUBJECT: STATUS REPORT

REF: STATE 159167

1. JUST PAST MIDPOINT OF OUR TEN-MISSION INSPECTION,
AND LOOKING FORWARD A BIT, THE AF/W II TEAM BELIEVES
THREE POLICBARELATED ISSUES THAT BEAR ON MISSION
PERFORMANCE AND RESOURCE NEEDS WILL DOMINATE ITS
EVALUATION:

(A) CAN STATE AND OTHER FOREIGN AFFAIRS AGENCIES
OBTAIN THE RESOURCES TO IMPLEMENT THE USG COMMITMENT
FOR INCREASED PARTICIPATION IN HUMAN AND ECONOMIC
DEVELOPMENT IN AFRICA. ARE THE CONGRESS AND AMERICAN
PEOPLE LIKELY TO SUSTAIN THE COMMITMENT, SPECIFICALLY
FOR THE SAHEL COUNTRIES IN OUR ITINERARY, TO A
PEOPLE-INTENSIVE, CULTURE-SENSITIVE TECHNICAL
ASSISTANCE PROGRAM IN WHICH THE PAYOFF IS DECADES
AWAY AND PROGREC VIRTUALLY IMPOSSIBLE TO MEASURE?
IS THIS PROGRAM SUITABLE WITHOUT COMPLEMENTARY
INFRASTRUCTURE PRJECT SUPPORT? ARE WE STRETCHING
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OURSELVES SO THIN THAT WE RISK FAILURE AND, FROM A
FOREIGN SERVICE PERSPECTIVE, UNACCEPTABLE COST TW
OTHER RESPONSIBILITIES AND ACTIVITIES?

THE ANSWER TO THE LAST QUESTION SEEMS LIKELY
TO BE "YES". ADDITIONAL POSITIONS ARE NEEDED; GAPS
ARE TOO LONG; SOME CANDIDATES ARE UNWILLING; QUALITY

OF PERFORMANCE IS UNEVEN, PARTICULARLY AS YOUNG OFFICERS ARE THRUST INTO MULTI-TASK RESPONSIBILITIES AT THESE SMALL POSTS. LIFE AT SOME POSTS (BISYBU, CONAKRY) IS PUSHING THE MARGIN OF ACCEPTABILITY FOR AMERICANS. WITHAL, TEAM HAS FOUND MANY WHO EXEMPLIFY THE DEDICATION, INGENUITY AND GRIT-YOUR-TEETH SPIRIT THAT IS TOO EASILY TAKEN FOR GRANTED.

(B) DO WE SUFFICIENTLY RECOGNIZE (EVEN AFTER SHABA IP
L
THE VALUE OF STRATEGIC ACCESS TO WEST AFRICA? DO WE GIVE ENOUGH AND THE RIGHT KIND OF ATTENTION TO THE MODERATES (SENEGAL AND LIBERIA, PERHAPS NIGER AND KOPER VOLTA IN FUTURE) TO PREVENT THEIR FEELINGS OF RELATIVE NEGLECT FROM DAMAGING OUR RELATIONS AND OUR INFLUENCE, THROUGH THEM, ELSEWHERE IN THIS REGION? TEAM FINDS THAT SOME FURTHER PROGRAM AND PERSONNEL RESOURCES ARE NEEDED IN FOREIGN SERVICE AND IN OTHER AGENCIES.

(C) HOW CAN WE ENCOURAGE THE TREND TOWARD MODERATION AND EVIDENT IMPROVEMENT IN OUR RELATIONS IN THE RADICAL STATES (GUINEA, GUINEA-BISSAU, MALI), GIVEN FUNDAMENTAL DIFFERENCES ON NORTH-SOUTH ECONOMIC
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ISSUES AND AFRICAN "LIBERATION" QUESTIONS, WITHOUT UNDERTAKINGS DISPROPORTIONATE TO OUR REAL INTEREST IN THEM, WE SENSE THAT, EVEN WITH IMPROVED HUMAN RIGHTS' PERFORMANCE, THERE WILL BE REMAINING OBSTACLES TO PROGRAM RESPONSIVENESS.

2. THREE MANAGEMENT PROBLEMS ALSO SEEM TO RUN THROUGH SEVERAL OF OUR EVALUATIONS:

(A) INADEQUATE OR SLOW ADJUSTMENT TO INCREASED ADMINISTRATIVE SUPPORT REQUIREMENTS AS THE TEMPO AND SCOPE OF PROGRAMS, NOTABLY AID, INCREASE. THERE IS FOOT-DRAGGING IN PLACES, ON THE PART OF AID, IN IMPLEMENTING THE DECISION TO ESTABLISH JOINT ADMINISTRATIVE ORGANIZATIONS (JAOS) IN THE REGION AND, IN SOME CASES, INCOMPLETE "JOINTNESS" IN ATTITUDES WITHIN STATE ELEMENTS. DELAYS IN ESTABLISHING AND, THEN, IN FILLING POSITIONS (SHORTAGES OF EXPERIENCED ADMINISTRATORS AT PROPER LEVELS IN BOTH AID AND STATE) UNDERCUT THE PROVISION OF AGREED SERVICES AND DAMAGE BOTH MORALE AND FUTURE RECRUITMENT/ ASSIGNMENT PROCESSES. WE HAVE THUS FAR FOUND NO POST

AT WHICH PERSONNEL ARE BEING PAMPERED WITH EXCESS
FACILITIES OR SERVICES.

(B) VERTICAL COMMUNICATION -- BOTH WAYS -- IS WEAK.
POST MANAGEMENT, CONCERNED AND WELL-INTENTIONED, FRE-
QUENTLY IS UNAWARE OF THE KIND OR DEGREE OF FAMILY
WELFARE/MORALE PROBLEMS, AND STAFF FREQUENTLY FAILS
TO PERCEIVE REALITY OF MANAGEMENT RECEPTIVITY AND
CONCERN.

(C) THE USE OF REGIONAL SPECIALISTS AND "ROVERS",
UNUSUALLY HIGHLY DEVELOPED IN WEST AFRICA, IS AN
INTERMITTENT PALLIATIVE OF CONSIDERABLE VALUE BUT
DOES NOT SUBSTITUTE FOR SUFFICIENT QUALIFIED RESIDENT
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OFFICERS TO PREVENT FAILURES AND ERRORRTHROUGH
LSUPERVISION AND TRAINING OF FREQUENTLY WEAK FSL
DIRECT-HIRE AND CONTRACT PERSONNEL.
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